2.0 INFORMATION AND ANALYSIS. Timely, reliable, up-to-date, and easily accessible information and data are essential to creating a quality organization. Our goal is to build an information system that provides data and allows for the sharing of information between all users; our leaders, employees, suppliers, and customers alike. We use standard Army information and data management and collection systems, as well as innovative systems, to streamline procedures and consolidate information.

2.1 MANAGEMENT OF INFORMATION AND DATA. The Quality Executive Steering Team (QUEST) is the primary forum to determine how data and information will be selected and managed. At our most recent off-site conference, an in-depth review of our key processes (KPs) was conducted. The information was used to develop performance objectives, identify process improvements, identify performance gaps, establish goals, objectives, and stretch targets (Figure 3.4).

2.1a Selection and Management of Data and Information. Information management and analysis are critical to the success of our five KPs. The Fort Benning Information Model at Figure 2.1 is both a "top down" and a "bottom up" information system. Internal information from the Senior Executive Leader and the QUEST, such as values, missions, KP goals, and operational guidance, is disseminated throughout the organization. Customer data and performance information are gathered and provided to senior leaders and our Key Process Teams (KPTs). External information from unit customers, suppliers and higher headquarters is also fed into the information system to refine process management and performance, and to prescribe requirements.

FORT BENNING INFORMATION MODEL

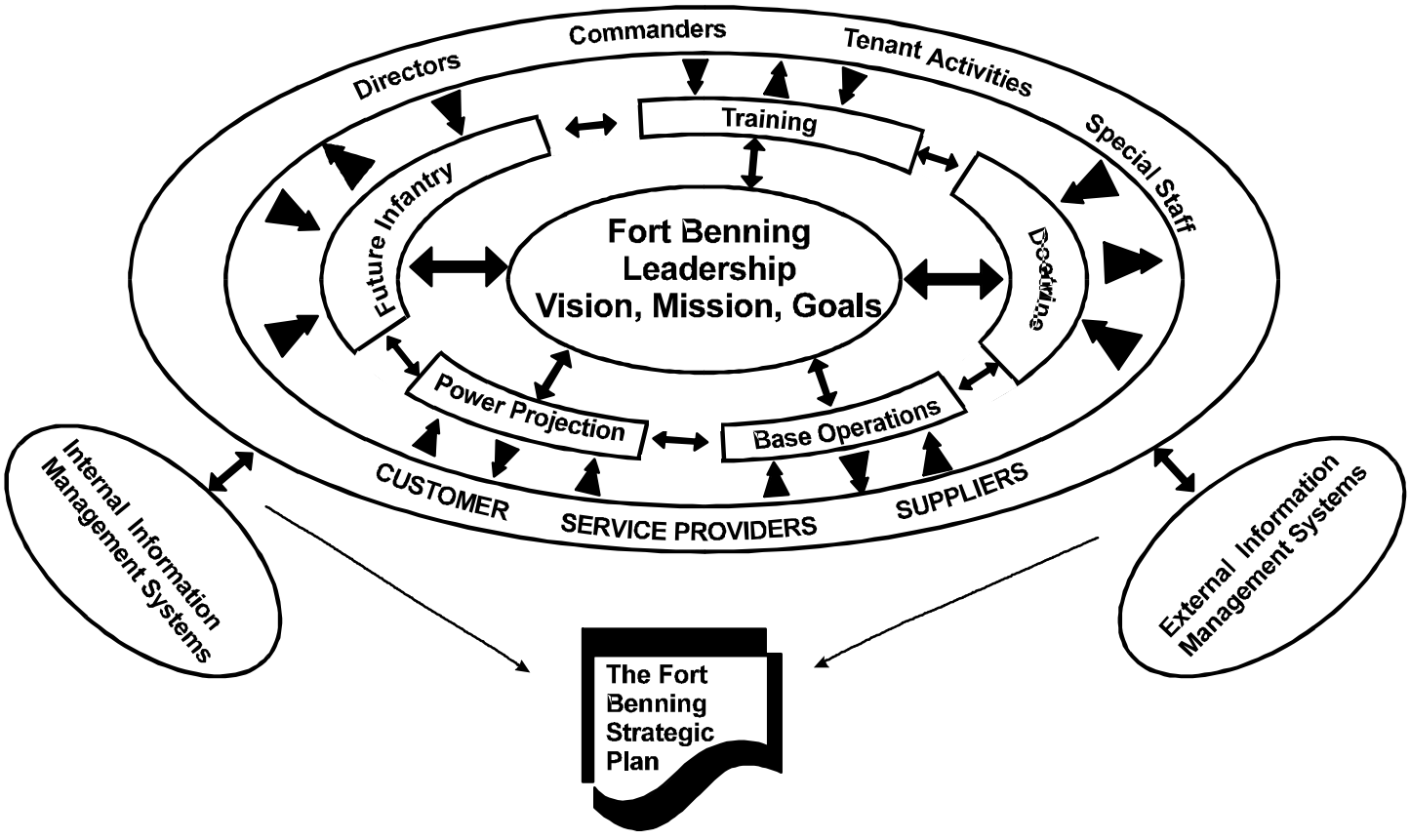

Figure 2.1

Main Types of Information. Our information and data collection effort is driven by "**WHAT WE DO," "WHO WE DO IT FOR," "HOW WELL WE DO IT," "WHY WE DO IT,"** and **"HOW CAN WE DO IT BETTER?"**

TYPES OF DATA	COLLECTION FOCUS
WHAT WE DO	Key Processes
WHO WE DO IT FOR	Customers
HOW WELL WE DO IT	Key Performance Measures
WHY WE DO IT	Key Business Drivers
HOW CAN WE DO IT BETTER	Operational Results

Figure 2.2

Relation to Key Business Drivers. The focus on our Key Business Drivers (KBD) provides a framework for the QUEST to pinpoint its information needs. **"WHY WE DO IT**" data relates specifically to our KBDs. It is used to make and prioritize decisions about resources, organizational structure, and personnel manning. Performance results and operational data are used to make decisions about continuous process improvement.

KEY BUSINESS DRIVER (KBD)	DATA COLLECTED
KBD 1: Provide quality Infantry soldiers to the force with reduced resources.	Budget /Manpower Trends Operating Costs Financial Data Analysis Customer Satisfaction
KBD 2: Maintain the installation standards to train the student load and project the force with reduced manning.	Safety Performance Training/Operational Performance Personnel Readiness Deployment Support Unit Status Reports
KBD 3: Increase technologies for future Infantry equipment needs.	Field Input/Results of AWE Lessons-learned (Operational) Improved/New Technologies
KBD 4: Identify key facilities and real property infrastructure and provide adequate resources to maintain them.	Maintenance & Repair Costs and man-hours. Estimated & Actual costs for Condition of Facilities Energy Usage
KBD 5; Increase productivity through training & motivating work force for mission accomplishment in a constrained resource environment.	MWR Civilian Personnel Training Civilian Personnel Recognition Population data Climate Surveys Timeliness
KBD 6; Provide customer satisfaction by meeting customer requirements.	Supplier & Product Performance Linkage to KP Goals Customer surveys Mystery Shopper Cost/Financial Performance Service performance

Figure 2.3

Design of Measurement System. We use process activity measurements to tell us **"HOW WELL WE DO IT**." Our customer satisfaction and performance data are used to measure the effectiveness of our KP performance. As we design and develop the products and services that support the customers of our KPs, detailed measurements are incorporated into the design and delivery. The product design model (Figure 5.2) requires that comprehensive measures and measurement steps are incorporated into all products and services. All activities use the format in Figure 2.4 to guide the measurement function.

MEASUREMENT IDENTIFICATION WORKSHEET
1. What process is to be measured?
2. Which part of the process will be measured?
3. Why was this part chosen?
4. How will the data be collected?
5. Who will be responsible for collecting the data?
6. What kind of chart will be used and how is it labeled?
7. Who will be responsible for recording information?
8. Who routinely needs to be aware of the data?
9. How will the information be communicated?
10. Who should be responsible for taking action?

Figure 2.4

Key Requirements Derived from User Needs. "WHAT WE DO" drives our information and data management plan at the user level. To better support our customers, we developed a presence on the Internet World-Wide Web. This system takes key customer information and makes it readily available to them. Customers can access information ranging from telephone directories or installation maps, to more complex class schedules, training memorandums, and student packing lists. Performance data in relation to established standards is maintained, collected, and evaluated at the key activity level of our KPs. Regularly scheduled, specific data management systems are in place including, but not limited to, daily/weekly leader/supervisor meetings; weekly updates and bulletins; Quarterly Training Briefs (QTBs), and Unit Status Reports (USR). This data plan ensures reliability, rapid access, and continuous updating of data and information to the widest audience of users.

2.1b Evaluating and Improving Selection, Analysis, and Integration of Information and Data. Our data comes to us in many formats and forms. A multi-level installation wide Intranet has been designed and is being deployed. This

system will take information from many sources and combine it into one compatible network. Output data and information needed or used by other KPTs will be displayed on the system. Our KP owners will specify the information for inclusion on the net. KPTs will use this system to make business decisions, complete work, set priorities, establish measures and standards, and organize the work force; thus providing an environment of continuous improvement.

Scope of Information and Data. As information needs are identified or changed based on customer and mission needs, the scope of information and data management is constantly re-evaluated by our KPTs. The process includes a broad range of customer and supplier information; assessments of reliability, accuracy, availability, costs, man-hours, coverage, timeliness, usefulness, usability, and sources. We have identified much of the metric data that will be available on our Intranet. Our approach is to collect and make available to our KPTs, PATs, and employees a broad range of current data that can be used for process improvements. Figure 2.5 indicates the scope of the information and data.

METRIC DATA & INFORMATION	
Current levels	Current performance against goals
Trend Data	Performance over time, (5 yrs)
Quality Indicators	Measures that assess quality
Customer Data	Data by requirement
PQA/APIC	Self Assessment
Cycle Time	Reductions in work processes
Process Control	To show variation
Customer Satisfaction	Data on quality/timeliness/cost
Supplier Measures	Abilities to meet key requirements
Financial	Cost implications of the metric
Benchmarking	Best-in-class identification
Competitor Comparisons	Operational performance results

Figure 2.5

Use and Analysis of Data to Support Improvements. KPTs routinely gather information and data to determine process improvements, root causes, and recommend corrective actions. This process is driven by **"HOW CAN WE DO IT BETTER?"** Continuous improvement results from the dynamic use of measurement results to become more efficient, more accurate, faster, better, and more pleasing to the customer. The process improvement model in Figure 5.10 is used by our work force and KPTs.

A key requirement for all KPTs is valid data and information on which to make decisions. Our work force is empowered to screen and make on-the-spot corrections (Figure 5.9) of isolated incidents and problems. Systemic problems, trend data, and performance information are verified by managers and supervisors, and this information is provided to PATs and KPTs. Managers and supervisors also evaluate the collection and integration of data to ensure a systematic process is in place that meets user needs.

Feedback from Users. Listening to local users of information occurs through command and staff meetings, councils, automated and hard copy bulletins, E-mail, orientations, command channels, and interactive video systems. This information and data are available and routinely shared with customers, suppliers, soldiers, and employees. Items of concern are placed on our Intranet information system. Our Infantry Traveling Team brings back information and data from world-wide users of our products and services. The Mystery Shopper Program evaluates customer shopping experiences and determines strengths and weaknesses in customer service. This information is compared to customer survey data for validity (Figure 6.1.29).

2.2 COMPETITIVE COMPARISONS AND BENCHMARKING. Continuous improvement involves establishing goals, objectives, and stretch targets as a focus for process activity. You cannot improve if you don't know where you are going. We use competitive comparisons, best-in-class standards, and benchmarks as destinations along the way to our destination.

2.2a Comparisons and Benchmarking Selection. Benchmarking is an integral part of our continuous improvement process. KPTs use benchmarking as a process improvement tool, and benchmarking is a part of our Process Design and our Improvement Models (Figures 5.2 and 5.10). The 1996 Department of the Army (DA), Army Communities of Excellence (ACOE) Feedback Report provided our KPTs an excellent starting

point for our benchmarking plan. Our KPTs select which processes should be benchmarked and recommend them to the QUEST for approval. These teams then conduct the benchmarking studies, using our Twelve-Step Benchmarking Model (Figure 2.6) for guiding our efforts in benchmarking.

Fort Benning Benchmarking Model

Conducting the Study	
Step 1.	Define Key Business Drivers
Step 2.	Measure Current Activities
Step 3.	Identify Improvement Targets
Step 4.	Build Research Plan
Step 5.	Conduct Secondary Research
Step 6.	Conduct Primary Research
Applying the Results	
Step 7	Perform Gap Analysis
Step 8	Build Gap Closure Plan
Step 9	Do Make-Buy Analysis
Step 10	Implement Closure Plan
Step 11	Measure and Monitor Change
Step 12	Conduct Periodic Updates

Figure 2.6

As a result of our continuous improvement success, the QUEST directed that benchmarking would be used as a major tool for improvement. Benchmarking projects were selected from the five KPs and Human Resource functions. Six benchmarking teams were established. Two benchmarking training sessions were conducted for the QUEST, the KPT leaders, and the employees selected to work on the six benchmarking teams. The teams immediately began to benchmark their KPs and key activities. Processes to benchmark were determined based on need, immediate application for improvement, and on specific, measurable objectives (Figure 2.7). Interim progress reports were made to the QUEST to report findings and to obtain management approval of resources. Periodic updates will be provided to KPT leaders and the QUEST. The teams will develop the current action plans and identify activities for future benchmarking studies. The processes currently selected for benchmarking and some of our benchmarking successes, aligned with our KBDs, our installation goals, objectives, and our timelines for "breakthrough" changes in the processes, are shown in Figures 2.7 and 2.8 below.

Key Processes	Area of Benchmark	Key Business Drivers	Benchmark Objectives	Timelines/Game Plan
Infantry Training	Develop Infantry Training Tracker	Provide quality Infantry soldiers to the force with reduced resources.	Increase graduation rates. Reduce briefing prep time. Increase communications with other installations.	Benchmark internally, completed. Benchmark TRADOC schools, TOE units, Aug 96. Benchmark U.S./Allied Services using school liaisons, TBD. Standardize QTB format, TBD. Support activities get agenda before QTB, TBD. Link activities by shared virtual drive, TBD. Automate Infantry training tracker system, TBD.
Infantry Doctrine	Improve Doctrine Development	Maintain the installation standards to train the student and project the force with reduced manning.	Reduce current process time. Prove capability to communicate IAW TRADOC directives. Establish immediate research capability for reviewing doctrinal products. Establish framework for paperless doctrinal process.	Investigate "risks" associated with electronic platforms. Staff the Branch. Establish Shared Virtual Drive-$35K equip ordered. Create Electronic Document Library. Upgrade workstations to link Fort Benning users with TRADOC and other data sources.
Infantry Future	Improve (ORD) Cycle Time	Increase tech for future Infantry doctrine and equipment needs.	Reduce cycle time. Reduce non-value added work. Increase productivity. Improve customer satisfaction	Initially, request Reinvention Lab. Change coordination plan. Benchmark targets: Picatinny, CECOM, Hanscom Air Force Base, Fort Sill, and others.
Force Projection	Improve Equipment Serviceability	Identify key facilities and real property infra-structure and provide mainten-ance resources.	Increase parts availability. Reduce turn-around time. Enhance readiness levels.	Acquire meaningful comparisons, Oct 96. Construct accurate database, Oct 96. Other ongoing actions, TBD.
Base Support	Develop Standard	Provide customer satisfaction by	Better understand results. Reduce survey design time.	Draft measurement system, Jul 96. Draft base line satisfaction survey, Nov 96.

Key Processes	Area of Benchmark	Key Business Drivers	Benchmark Objectives	Timelines/Game Plan
Operation	Customer Survey	meeting customer requirements.	Increase consistency.	Develop/administer activity measurements, Jan 97. Develop universal system reporting, Jan 97.
Human Resources	Improve Rewards/ Recognition	Provide customer satisfaction by meeting customer requirements.	Increase customer satisfaction. Optimize cost/benefit. Improve timeliness/accuracy.	Determine current status, completed. Determine benchmarks/gaps analysis, Aug 96. Design overall program, Dec 96. Test implementation, Jan 97. Evaluate and modify program, May 97. Full implementation, Jul 97. Follow-up measurement reviews, quarterly.

Figure 2.7

BENCHMARKING COMPLETED				
BASOPS	Improve Single Soldiers Living Communities	Provide customer satisfaction.	Improve Quality of Life for Single Soldiers. Increase customer satisfaction.	Completed with results. Won 1st Place - $250,000 - Used for other improvements in the single soldiers living communities.
BASOPS	Improve Hunter Safety Program	Provide customer satisfaction.	Improve timeliness and accuracy. Increase customer satisfaction. Improve safety .	Completed with results. Hunter Control Program manages over 2,000 registered hunters during the hunting season.
BASOPS	Improve Taxi Cab Services	Provide customer satisfaction.	Improve customer satisfaction. Optimize cost/benefit. Increase revenues for Single Fund.	Completed with results. Ensures high standards of taxi service. Ensures fair rates. Increased revenue to morale, welfare, and recreation Single Fund.
BASOPS Human Resources	Improve Civilian Personnel Procedures	Provide customer satisfaction.	Improve problem resolution procedures.	Completed with results. Instructors are empowered to resolve complaints during training sessions.
BASOPS Supplier	Improve Health Services	Provide customer satisfaction.	Improve customer satisfaction. Reduce turn-around time. Improve timeliness/accuracy.	Completed with results. Medical Department Activity Accreditation with Commendation. Rapid Processing of Medical Boards. Decrease in Malpractice Claims for Patient Care. Excellence in Medical Record Compilations.

Figure 2.8

2.2b Evaluation and Improvement of the Process. We continue to implement improvements by identifying and comparing our processes with best-in-class activities and expand the scope of data we collect. The QUEST has appointed the Quality Management Division, Directorate of Resource Management, as the focal point for our benchmarking study efforts. Figure 2.7 reflects specific actions, timelines, or strategies that we plan to accomplish within the next year. Our methodology is to compare ourselves to organizations with similar missions, functional activities, and customers, and to benchmark against best-in-class activities. The drivers of our benchmarking efforts are the KPT Benchmarking Teams. They evaluate and select the process to be improved by benchmarking, collect and evaluate the comparative data, and design the improvement process.

2.3 ANALYSIS AND USE OF DATA. The QUEST and KPTs use well-defined process and management techniques to analyze data and information from customers and suppliers. Process performance measurements and business results guide the organization towards achieving specific operational and business objectives.

2.3a Data Integration and Analyses. Data related to quality, customer satisfaction, operational performance, and relevant financial data is integrated and analyzed to evaluate compliance with established performance standards. Long and short range goals and objectives are determined and added to the Installation Strategic Plan (ISP). The integration, correlation, analysis, and review of data and information are accomplished during regularly scheduled meetings described in Category 1.1, Leadership.

Operational Performance and Organizational Capability. Senior leaders receive Quarterly Operations Briefs (QOBs) by civilian directorates and QTBs by military commanders, and they attend the senior Program Resource Advisory Committee (PRAC) meetings. The information and data provided during the briefs include comparisons of customer requirements to budget, to mission, and to capacity. As a result of these reviews, missions may be changed, short or long-term improvements determined, and process goals and stretch targets identified (Figure 3.4). This information then feeds into the ISP.

Figure 2.9 shows how operational performance is measured and tracked back to all KPs. Comparative data ensures that process performance and customer requirements are aligned. This data is tracked and compiled by the KPTs responsible for the process. The chart reflects "go to war" data that is reported on a regular basis, both internally and externally, and that is recorded on the USR. This information is also briefed to the QUEST at QTBs, QOBs, and the PRAC.

KP KEY ACTIVITY	COMPARATIVE DATA	OPERATIONAL PERFORMANCE ACTIVITY
Personnel Readiness (Adjutant General)	Unit personnel fill vs. strength %. Critical MOS fill. Deployable personnel strength. SR leader strength and availability.	Cross-leveling within installation to correct shortages. Annual Soldier Readiness Processing.
Equipment On Hand (DOL**)**	Availability rates.	Measure Class VII of supplies. Special assistance from Logistics Assistance Office.
Equipment Serviceability (Cdrs, DOL)	Deadline rates.	Measure and reduce turn-around time. Maintenance shoot-outs. Quality of equipment that has been repaired.
Training Readiness (Cdrs, DOT)	# days training required to meet unit standards Mission Essential Task Listing (METL).	Monitor the 10 Resource Constraints: Assigned strength shortfall; Special duty requirements; Availability of funds; Availability of equipment/ material; Availability of qualified leader; Status of aviator training; Accessibility of training areas/ facilities/training aides/devices/ simulations/simulators; Availability of fuel; Availability of ammo; Availability of time/flying hours.

Figure 2.9

Competitive Performance. Fort Benning has won the DA ACOE Commander-in-Chief's Award for Installation Excellence two years in a row (1994-1995), and the Chief of Staff, Army ACOE Award for Best Large Installation for four consecutive years (1993-1996). In at least three of the past four years, the Adjutant General Directorate, the Directorate of Community Activities, and the Directorate of Civilian Personnel were rated #1 in the Army. In 1996, our Single Soldiers' Living Communities Program was rated Best in the Training and Doctrine Command (TRADOC), winning $250,000, and our Sergeants' Major Risk Management Team was also rated Best in TRADOC.

2.3b Relating Operational Performance Improvements to Financial Performance. Projected mission requirements and workloads are balanced against authorized funding. The most powerful determining factor for setting priorities is the annual budget authorized by Congress, and the allocation of these funds to the installation by TRADOC. This is used to project, prioritize, plan future operations, and set priorities for improvement actions. The QUEST sets work performance priorities based on recommendations from KPTs and the Quality Performance Improvement Council; the Installation Planning Board establishes priorities for Appropriated Fund construction; the Morale, Welfare, and Recreation (MWR) Board of Directors approves MWR priorities; and the PRAC recommends resource priorities. One outcome of the PRAC is the Funds and Functions Worksheet, which correlates dollar estimates with various activity levels of service.

We have consistently achieved an exceptional resolution rate well above the DA standard of 85% in EEO complaint resolutions (Figure 6.3.19). As a result of these efforts, we have historically averaged over $1,000,000 per year in cost avoidance for the installation and, ultimately, to DA.

We have significantly reduced injuries and associated costs, resulting in savings of $770,000 this year. Our improved processes have been very successful in reducing the number of disabled workers on long-term rolls. Long-term rolls have been reduced by 40%, at a cost savings of $320,000 this year.